



COMDTINST 5370.1A
OCT 29 1999

COMMANDANT INSTRUCTION 5370.1A

Subj: WORKPLACE VIOLENCE AND THREATENING BEHAVIOR

1. PURPOSE. To establish prevention and intervention policy and procedures for managing workplace violence and threatening behavior in the U. S. Coast Guard. This Instruction authorizes the use of Crisis Intervention Team's (CIT's) to prevent violence and ensure available resources and procedural options are immediately accessible to commands and supervisors. This Instruction is consistent with enforcing the Uniform Code of Military Justice and state and Federal law where they apply.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this directive.
3. DIRECTIVES AFFECTED. Workplace Violence and Threatening Behavior, COMDTINST 5370.1 is cancelled.
4. BACKGROUND. In recent years, we have become more aware of violence and threatening behavior in American workplaces. While the Coast Guard is proud of its safe workplaces, we are concerned about the reality of violence in society and its potential incidence in our workplaces. When Coast Guard personnel engage in disruptive or threatening activities, such behavior can escalate if we do not address it promptly and appropriately.
5. DISCUSSION.
 - a. Violent or threatening behavior in the workplace can generate from various sources, including current and former members and employees, disgruntled family members or friends, or members of the general public acting randomly.
 - b. Organizations minimize risks when they establish policies to address violent or threatening behavior and how individuals will be treated if they exhibit violent actions, threats, or tendencies.

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6. DEFINITION.

- a. Workplace violence is any act or attempted act of physical aggression or harm by an individual that occurs at the workplace. Examples include:
 - (1) Causing or attempting to cause bodily harm or death to another person without legal justification;
 - (2) Acting or attempting to sabotage, destroy, violently damage, or deface real or personal property at the workplace without legal justification;
 - (3) Possessing weapons in the workplace not specifically authorized by competent authority for performing one's duties (see paragraph 7.i.).
- b. Threatening behavior is an individual's threat, either overt or implied, to commit an act of physical aggression or harm at the workplace. Examples include:
 - (1) Threats to cause bodily harm or death to another person (including stalking, bullying, or other abusive or aggressive behavior);
 - (2) Threats to commit sabotage, destroy, damage, or deface real or personal property located at the workplace;
 - (3) Unusual, bizarre, or menacing behavior or statements that a reasonable person would interpret as carrying the potential for violent acts.

The examples above are not exhaustive; they only illustrate various kinds of workplace violence and threatening behavior, whether by members or employees of the Coast Guard, contract personnel or persons not affiliated with the Coast Guard.

7. POLICY.

- a. Provision of a safe work environment is a command responsibility that cannot be delegated. Behaviors and actions as defined in paragraph 6 above will not be tolerated. Commands shall address every instance of workplace violence or threatening behavior immediately and in strict accordance with this Instruction. Such action shall include initiating disciplinary action unless the facts clearly indicate disciplinary action is not warranted.
- b. The CIT seeks to forestall workplace violence or further occurrences of violence by using the immediately available information to place the appropriate resources at the disposal of the commander and to initiate existing processes such as administrative or criminal investigation, personnel actions or Employee Assistance Program (EAP) counseling. The CIT is not an investigative body and shall not act in that capacity. It will not question or interview alleged offenders, but will advise commanders as to whether administrative or criminal investigation under existing procedures is warranted.
- c. Only the commanding officer or civilian director of the organization in which the situation occurred may convene the CIT. The convening authority or deputy chairs the CIT. These command responsibilities are not delegable below that level of authority. For purposes of this Instruction, the Commanding Officer of Coast Guard Headquarters is the

Commander, Headquarters Support Command. In the event that the convening authority is directly involved in a violent event, the authority to convene the CIT will be elevated following the chain of command.

- d. The CIT does not replace the convening authority's judgment or authority. The CIT recommends a course of action for the command that the command may accept, reject or modify.
- e. The Employee Assistance Program Coordinators (EAPC's) on each Work-Life Staff shall coordinate the location of the CIT meeting, arrange telephone conferencing, if necessary, notify members and contact the EAP contract clinician for threat assessment and counseling services.
- f. The EAP contract Clinician assesses the level of threat with the assistance of Coast Guard Investigative Service (CGIS) when appropriate. The CIT assists the EAP Clinician by providing the incident information that is available immediately. Subsequent CIT's may be convened at a later date if warranted by new information.
- g. Commanding Officers and civilian Directors shall consult Coast Guard Legal offices at the site (or if not available at the site, at the MLC or Headquarters).
- h. Where available, Department of Transportation (DOT/TASC) is the first choice to provide physical security. In many locations across the country DOT/TASC will arrange assistance from Federal Protection Service.
- i. Punitive Provisions: Section 930, Title 18, United States Code (18 U.S.C. § 930), prohibits unauthorized possession, or attempted possession, of firearms and other dangerous weapons in federal facilities. 18 U.S.C. § 930 defines a dangerous weapon as "a weapon, device, instrument, material or substance, animate or inanimate, that is used for, or is readily capable of, causing death or serious bodily injury, excluding a pocket knife with a blade of less than 2½ inches in length." Violators of 18 U.S.C. § 930 are subject to fine, and/or imprisonment for up to one year (five years if the possessor intends to use the weapon to commit a crime). 18 U.S.C. § 930 is applicable to all persons who enter a federal facility regardless of whether they are military personnel or civilians. The term "federal facility" means a building or part thereof owned or leased by the federal government, where federal employees are regularly present for the purpose of performing their official duties. Notices of the provisions of subsection (a) and (b) of 18 U.S.C. § 930 shall be posted conspicuously at each public entrance to each federal facility. Military members may be punished under Article 134, UCMJ, 10 U.S.C. § 934, for violations of 18 U.S.C. § 930.

The following provisions are punitive general regulations, applicable to all personnel subject to the Uniform Code of Military Justice (UCMJ) without further implementation. A violation of these provisions is punishable in accordance with the UCMJ:

- (1) In addition to the restrictions in 18 U.S.C. § 930, Coast Guard military personnel are prohibited, by virtue of this order, from bringing unauthorized firearms and other dangerous weapons (as defined by 18 U.S.C. § 930) onto a federal facility, government owned or leased vessel, government owned or leased vehicle or any other area in which Coast Guard or other federal employees are regularly present for the purpose of performing their official duties. Berthing areas aboard Coast

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Guard vessels, shore facilities, and privately-owned vehicles parked on government owned or leased parking lot are specifically included in this order.

The possession of firearms or other dangerous weapons will only be considered "authorized" if possession is in strict compliance with all applicable weapons regulations.

- (2) The possession of an unauthorized firearm or other dangerous weapons aboard a federal facility, government owned or leased vessel, government owned or leased vehicle or any other area in which Coast Guard or other federal employees are regularly present for the purpose of performing their official duties, shall be punishable as a violation of a punitive general order under article 92(1), UCMJ, 10 U.S.C. § 892(1). A violation of Article 92(1), UCMJ, 10 U.S.C. § 892(1) carries a maximum punishment of a dishonorable discharge, forfeiture of all pay and allowances, and confinement for 2 years.

8. PROCEDURES.

- a. Reporting Process. Personnel who have been physically assaulted or subjected to threats of physical harm in the workplace, who know of violence or threats against other members or employees, who know personnel who have unauthorized firearms or other dangerous weapons at the workplace, or who have damaged property in a violent fashion or threatened destruction of property must immediately report the situation. **DO NOT TRY TO RESOLVE THE SITUATION YOURSELF.** Most incidents should be reported through the chain of command, however, circumstances may require other action. If you experience or observe violent or threatening behavior, first secure your own safety and then:

- (1) Emergency Situation

- (a) Call the local emergency number (usually 911), the facility's security force, or your appropriate CGIS Office if the situation requires the immediate assistance of medical or law enforcement personnel, or
- (b) Notify your supervisor or, if not available, someone higher in the chain of command.

- (2) Non-emergency Situation

- (a) Notify your supervisor or, if not available, someone higher in the chain of command, or
 - (b) Notify CGIS, Security Officer, Personnel Officer, Chaplain or other person in a position to report the incident to the proper official within the unit's chain of command.
- b. Unit Action. After becoming aware of a violent, potentially violent, or threatening work related situation, the command responsible for security must promptly address the situation. The severity of the situation will dictate the proper course of action (see end 1, U.S. Department of Transportation, "A Supervisors Guide, When You Are Confronted With Violence, Threats or Any Inappropriate Behaviors"). Situation of violence or threatening behavior shall be handled in the following manner:

- (1) Crisis (Extreme Danger). Call the unit's Security staff or local law enforcement officials and emergency medical personnel, if needed. Take necessary action to ensure the safety of all workplace personnel. For instance, if an employee has made a viable threat, depending on circumstances it may be necessary to ban the individual from the workplace by revoking his or her facility pass and alerting the appropriate security staff to deny the individual access to the facility. It may be necessary to contact the nearest CGIS office for appropriate records checks and assistance. In the case of a military member it may be appropriate to act under the UCMJ, which may include physical restraint in some cases. In the case of civilian employees they can be removed from the premises and may be subject to disciplinary action and or criminal penalties.
- (2) Potentially Violent or Threatening Situation. Commanders and Supervisors should gather available relevant facts surrounding the incident and provide this information to the CIT at the first meeting. If criminal activity or use/threatened use of weapon(s) is a factor, the convening authority should contact CGIS before the CIT meeting. Commanders shall consider the CIT recommendations and take appropriate action to prevent future violence. With a civilian employee for example it may be appropriate to send that individual home on administrative leave in accordance with governing civilian personnel regulations while determining further action. See, enclosure (1), US Department of Transportation, "A Supervisor's Guide, When You Are Confronted With Violence, Threats or Any Inappropriate Behaviors".
- (3) If violence has been threatened rather than having already occurred, supervisors should be able to discuss the following regarding the threat:
 - (a) The listeners reactions;
 - (b) The listeners apprehension of harm;
 - (c) The speakers intent;
 - (d) Any conditional nature of the threat; and
 - (e) The attendant circumstances.
- (4) Rumors or fear based on rumors does not constitute a threat. Metz v. Treasury, 780 F.2d 1001 (1986).
- (5) Supervisors should document all actions leading to the CIT, because it may become necessary to use them to support subsequent disciplinary actions.

c. Crisis Intervention Team (CIT).

- (1) The CIT seeks to prevent further violence by using the immediately available information to place appropriate resources at commanders', Directors', and supervisors' disposal. Unit commanders and Office Chiefs or above can request a CIT. The commanding officer or Director of the organization in which the situation occurred convenes and chairs the CIT, which should meet promptly and not delay for a complete fact-finding investigation. The CIT shall:

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- (a) Review the incident information that is available when the meeting is held and develop response options and strategies to prevent further violence. Examine all available resources and procedures to determine the most appropriate for dealing with the identified incident;
- (b) Provide the EAP contract clinician and CGIS where appropriate with available information so he or she can conduct a threat assessment. The CGIS investigates criminal offenses, not routine personnel matters. CGIS involvement is appropriate where the violence or threats involved use or threatened use of weapons, explosives, or reflected other criminal involvement;
- (c) Make recommendations to the command/supervisors and place the appropriate existing resources and procedures at his/her immediate disposal. Included, at the very minimum, are security measures, personnel actions, initiation of administrative or criminal investigation, and EAP counseling;
- (d) Consist of the following mandatory members: convening authority or deputy, Legal representative, Chaplains, Human Resources, Security, CGIS, the EAPC, and the EAP Clinician. Additional members may be added as necessary. Membership that is not available at one location may be provided from higher command echelons. Where applicable, the command must fulfill statutory obligations to notify labor organizations. The first and second level supervisors of the employees involved in the incident shall attend the meeting to present facts, but will not be considered members of the CIT;
- (e) Use telephone conferencing when necessary to gain input from resources not available locally. Each District's Work-Life EAPC, if and when requested, coordinates the location of the CIT, arranges telephone conferencing if necessary and notifies members; and
- (f) Treat all information discussed as being protected by the Privacy Act. Appropriate procedures for handling medical information or criminal investigative reports must be observed. The attorney-member's discussions and advice, and the report of the meeting are to be handled as legally privileged information not subject to release unless cleared through counsel. As a result, telephone conferencing will not be accomplished via cellular telephones or insecure radio devices.

9. RESPONSIBILITIES.

- a. Commandant (G-WKW-2), Employee Assistance Program Manager, shall:
 - (1) Promulgate policy and guidance regarding Workplace Violence;
 - (2) Conduct regular Quality Assurance Reviews of the EAPC's to ensure compliance with this Instruction and that the CIT is conducted without regard to race, religion, age or gender and provide a written report to the commanding officer responsible for the job performance of the EAPC;
 - (3) Establish and promulgate training requirements for ISC's to ensure training of Coast Guard personnel on Workplace Violence and the process of the CIT;

- (4) Collaborate with G-WTL as necessary to ensure CIT's do not have a disparate effect against any particular group of people;
 - (5) Provide direct technical guidance to the EAPC regarding Workplace Violence; and
 - (6) Collect and maintain statistical data.
- b. MLC Commanders shall ensure compliance with the policy and procedures contained in this Instruction.
- c. ISC Commanding Officers and Commanding Officer, Headquarters Support Command shall:
 - (1) Implement the policy and procedures described herein; and
 - (2) Ensure Workplace Violence Training is provided to civilian and military personnel within their AOR's once during their tour of duty in accordance with G-WKW-2 requirements.
- d. Work-Life Supervisors shall:
 - (1) Ensure the EAPC operates within his/her scope of responsibility as delineated in this Instruction;
 - (2) Provide administrative support to the EAPC and direct all technical and policy questions to Commandant (G-WKW-2), Employee Assistance Program Manager; and
 - (3) Use Quality Assurance Review reports provided by Commandant (G-WKW-2) to rate the performance of the EAPC.
- e. EAPC's shall:
 - (1) Coordinate the location of the CIT meeting, arrange telephone conferencing, if necessary, notify members and contact EAP contract clinician for threat assessment and counseling services;
 - (2) Select a EAP clinician who is specifically trained in conducting threat assessments;
 - (3) Coordinate prevention and awareness training for Coast Guard personnel on violence and threatening behavior in the workplace annually;
 - (4) Report incidents of workplace violence and threatening behavior via telephone to G-WPW-2, Employee Assistance Program Manager; and
 - (5) Prepare and coordinate a summary report to the convening authority including the CIT recommendations.
- f. The commanding officer or civilian director of the organization in which the violence or threat of violence occurred shall:

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- (1) Convene and Chair the CIT;
 - (2) Determine if additional resources outside of those listed in 9. d. through j. and 8.c.(1)d. are required;
 - (3) Notify the EAPC;
 - (4) Retain authority to chair the CIT at the deputy level or higher; and
 - (5) Accept or modify and implement CIT recommendations or reject them. However the commanding officer or civilian director shall take appropriate steps to prevent recurrence or threat of violence
- g. Active duty members and civilian employees shall:
- (1) Report Workplace Violence and Threatening Behavior. Individuals who observe or know of actions involving violence or threatening behavior in the workplace should respond according to the procedures in paragraph 8.a.; and
 - (2) Avoid behavior described in paragraph 6.
- h. Supervisors at all levels involved in the incident shall:
- (1) Act immediately to defuse or resolve violent, disruptive, or abusive situations in the workplace by following this Instruction's policies and procedures;
 - (2) Inform all personnel clearly of Coast Guard policy;
 - (3) Be alert to changes in personal behavior patterns that could suggest the potential for workplace violence or to external situations such as domestic violence or stalking that could spill over into the workplace;
 - (4) If a violent incident or threat occurs, inform the chain of command; and
 - (5) Gather as much information as possible for presentation at the CIT initial meeting.
- i. Human Resources CIT Representatives, Command Staff Advisors, shall:
- (1) Be prepared to discuss any past disciplinary actions and the work record of the involved civilian employee or active duty member; and
 - (2) Be prepared to advise the CIT as to appropriate personnel actions available to the command or supervisor.
- j. Legal CIT Representatives shall:
- (1) Provide advice and counsel to the CIT and commander or supervisor. Be prepared to advise as to availability of legal remedies, including injunctive relief where appropriate;

- (2) Be certain that the rights and interests of both parties are respected. Attention should be given to the need for Article 132 advisories and the like, where appropriate;
- (3) Be knowledgeable in the UCMJ if the alleged offender is a military member and knowledgeable in civilian personnel law if the alleged offender is a civilian employee; and
- (4) If civilian witnesses who are members of a bargaining unit will present facts, the legal representative must ensure that union notification requirements and employee Weingarten rights, where applicable, have been met.

k. Security Personnel shall:

- (1) Assist commands and immediate supervisors with available resources to maintain a safe work environment from internal and external threats (including matters that may arise from non work-related situations such as domestic violence, stalking and the like);
- (2) Assist commands, commanders and supervisors to safely coordinate appropriate security measures, if recommended, during personnel actions such as removals, presentation of letters of counseling and reprimands; and
- (3) Serve as liaison to the Federal Protective Service or other law enforcement organizations as necessary to provide adequate security.

l. CGIS shall:

- (1) Initiate a criminal investigation of the incident if appropriate and requested by the convening authority;
- (2) If appropriate, determine past criminal record and report same to the CIT and involved command or supervisor;
- (3) Determine any threat as the result of weapon ownership by the involved parties; and
- (4) Where appropriate, provide input to the Employee Assistance Program contract clinician to assist in threat assessment.

m. The Employee Assistance Program Contract Clinician shall:

- (1) Be specifically trained in conducting threat assessments;
- (2) Assess the level of threat;
- (3) Provide commands or supervisors with techniques and advice for handling personalities and issues involved regarding the incident; and
- (4) Counsel offender and victim if possible;

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- n. Any other CIT members not specifically mentioned in paragraph 9 of this Instruction shall assist unit commanders and supervisors in complying with this instruction's provisions.



JAMES M. LOY
Admiral, U.S. Coast Guard
Commandant

Encl: (1) US Department of Transportation "A Supervisor's Guide, When You are Confronted With Violence, Threats, or Any Inappropriate Behaviors"

A SUPERVISOR'S GUIDE

**FOR RESPONDING TO VIOLENCE, THREATS,
OR ANY INAPPROPRIATE BEHAVIORS**

Office of Security and Administrative Management

Office of the Assistant Secretary
for Administration

U.S. Department of Transportation
Office of the Secretary of Transportation

A SUPERVISOR'S GUIDE

**FOR RESPONDING TO VIOLENCE, THREATS,
OR ANY INAPPROPRIATE BEHAVIORS**

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for Administration

U.S. Department of Transportation
Office of the Secretary of Transportation

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SECTION I - INTRODUCTION

Violence in the workplace can have devastating effects on the productivity of organizations and on the quality of life of employees. The purpose of this document is to provide you with a reference and guidance for responding appropriately to threats, reports of threats, suspicious activities, or questions that arise regarding certain workplace violence situations.

It is important to recognize that violence is a workplace hazard. You must take all reasonable steps to protect employees and others in the workplace from violent incidents that may result in injury or harm and also to protect Government and personal property. The attitude of "it is not my problem" is not realistic or practical. Your first step should be to fill in the emergency numbers on the back of this booklet right now and keep them readily available.

Supervisors and managers are responsible for ensuring that employees understand that it is the employee's responsibility to report threatening remarks or behavior or destructive or suspicious activities. All employees need to know exactly what to do when they have witnessed or received a threat. Even without an actual threat, employees should report behaviors or activities they regard as threatening, suspicious, or potentially violent. Supervisors and managers who receive such reports shall evaluate, investigate, and take appropriate action(s) consistent with these guidelines.

Your Human Resources (HR) staff is responsible for consulting with supervisors and managers to assist in formulating an appropriate response plan. They will provide technical assistance on any corrective or precautionary measures that may be appropriate.

The Employee Assistance Program (EAP) is responsible for consulting with management and HR on an appropriate response plan, and providing short-term counseling and referral service to employees. Management may refer employees who are experiencing personal problems that may be impacting their performance or conduct to the EAP; however, employee participation is entirely voluntary.

Employees are responsible for reporting threats, suspicious activities, or acts of violence to their supervisor, regardless of the relationship between the individual who initiated the threat or threatening behavior and the person(s) who were threatened or were the focus of the threatening behavior. It does not matter when or where the threats occurred. Supervisors must act upon any employee report of threats. Employees reporting threats shall not be subject to interference, coercion, discrimination, penalty, censure, or reprisal as a result of these reports.

The Department of Transportation is committed to ensuring the safety and security of its employees. Threats, threatening behavior, or acts of violence against employees, visitors, guests, or other individuals by anyone on departmental property shall not be tolerated or ignored.

SECTION II – VIOLENT OR POTENTIALLY VIOLENT BEHAVIOR

A. VIOLENT BEHAVIOR

1. If Firearms or Other Weapons Are Involved:

- a. If possible, evacuate all personnel from the area and prevent any further entry into the area.
- b. Call, or have someone else call, the local emergency number (usually 911). Also notify the building guards, Security Office, and/or the Federal Protective Service. Do not ignore reports, or your own observation, that a person has used, is threatening to use, or has in his/her possession, a gun or any other weapon. Do not try to disarm or confront the person.
- c. Make as many observations as you can on the person's behavior and appearance and if there is any indication that he/she might be under the influence of alcohol or drugs. Write down all observations when safely possible, and date the notes. If other people are present, have them record their observations as well. Give copies of all notes to CGIS, Security, and/or the local law enforcement officials, as appropriate. These notes may provide valuable information, and they will be useful when proposing or taking corrective or precautionary measures.
- d. Local law enforcement officials will remove the person from the area and confiscate all evidence. The person's building pass and keys must be confiscated to ensure that the person can not enter the building again without agency permission.
- e. If the person is an employee, contact HR and EAP for assistance in determining an appropriate course of action. If you determine that the employee should be restricted from the worksite for a period of time, HR can provide assistance with the procedural requirements for taking this action.

2. If There Has Been a Physical Attack:

- a. Call the building guards, Security, the Federal Protective Service and/or your local law enforcement officials, as appropriate.
- b. If you can safely do so, keep the involved parties calm and separated until help arrives. In some cases they should be removed from the worksite or the building. Your HR specialist and Security can answer questions about barring an employee from the worksite for an extended period of time, if necessary.
- c. You should make as many observations as you can on the person's actions and appearance of the involved parties, and any indication that they may be under the influence of alcohol or drugs. Write down your observations and document your

actions when safely possible and date the notes. If other parties are present, have them make notes of their observations as well. Give copies of all notes to HR, Security, or local law enforcement officials, as appropriate.

- d. If you supervise an employee who physically attacks someone and you determine that it is not necessary to keep that employee from the worksite, consult with HR or Security concerning other corrective or precautionary measures that may be appropriate.
- e. The HR staff can provide information about referring an employee to the EAP. When a referral is made based on specific instances of performance or misconduct, it is advisable for management to consult with EAP prior to making the referral.

3. If An Employee's Violent Conduct Occurred Off-duty: If you learned of the conduct through police reports, the media, or other sources, discuss with HR and Security whether the conduct requires an agency action to restrict the employee from the worksite, or if any other corrective or precautionary measures are warranted.

B. POTENTIAL VIOLENCE

There may be situations where an employee has not exhibited violent or strange behavior at the worksite, but you receive warnings that indicate a future risk of violence. Some examples are:

- 1. Notification by a doctor or a family member that an employee is suffering from mental illness and has made violent statements about others;
- 2. Notification from a family member that an employee has been using drugs or alcohol and is acting irrationally; or
- 3. Comments about suicide to a supervisor or coworker that create concern about an employee's personal safety.

In these situations, it is prudent to call HR or EAP to help you determine your course of action. Under no circumstances should you ignore these warnings, even if you think they are not serious.

SECTION III - THREATENING, INTIMIDATING, OR HARASSING REMARKS OR BEHAVIOR

With increasing reports of violence in the workplace and warnings not to ignore the signals of potential violence-like threats, supervisors have to balance workplace safety with the rights of individuals to be treated fairly. Deciding if a particular statement or action constitutes a "threat" or creates a hostile working environment is difficult. Supervisors must exercise good judgment in making such determinations. Supervisors should immediately consult with HR, Security, and/or

local law enforcement officials as appropriate for assistance in making the determinations and deciding what action(s) may be warranted.

A. DIRECT OR VEILED THREATENING STATEMENTS

Statements may be direct threats like “I am going to kill you...” or veiled threats like “Something bad will happen to somebody,” “I’m afraid I may hurt someone,” or “I think about killing myself.” Some of the ways people may receive threatening remarks include:

1. Remarks made directly to the target of the threat orally, either in person or through telephone calls:
2. Remarks to one person about another; or
3. Remarks made in letters, notes, or electronic messages.

When you are aware of such threatening remarks, do not ignore the information, even if you do not personally believe the threat is serious. You must determine the severity of the threat and decide what, if any, actions are warranted. Security, HR, and/or local law enforcement authorities can help you plan your actions and also inform the target(s) of the threats. They can also help you take steps to ensure the safety of employees at work.

B. INTIMIDATING OR HARASSING REMARKS

Intimidating or harassing remarks may not actually contain a threat. However, if anyone feels intimidated or frightened by remarks made at work or off-duty, they may report this to you. Do not ignore this information. You must determine the seriousness of these threats, and decide what, if any, action(s) may be appropriate. You should consult with HR and Security.

C. INTIMIDATING OR HARASSING BEHAVIOR

Intimidating, harassing, or confrontational behavior can include such things as physically crowding, stalking, or directing menacing looks or gestures to create fear in other persons. Such actions are inappropriate to the workplace and should not be tolerated. You should consult with HR and Security in dealing with these kinds of behaviors and deciding what, if any, corrective or precautionary measures may be warranted. In some cases, particularly those involving off-duty incidents, employees may be advised to contact local law enforcement authorities.

SECTION IV - IRRATIONAL OR INAPPROPRIATE BEHAVIOR

Irrational or inappropriate behavior often bothers others and can be extremely disruptive. These behaviors may be a warning sign of potential hostility or violence, or may be indicative of other problems. When ignored, they can escalate to more serious problems. Determining if a particular instance of irrational or inappropriate behavior indicates a potential for future violence is difficult.

Examples of irrational or inappropriate behaviors may include: unwelcome name-calling, obscene language, or other abusive behavior; intimidation through direct or veiled verbal threats; throwing objects regardless of the target of the object being thrown; physically touching another person in an unwelcome, intimidating, malicious, or sexually harassing manner such as hitting, slapping, poking, kicking, pinching, grabbing, pushing, etc.; or physically intimidating others including such acts as obscene gestures, "getting in your face." or fist shaking.

When incidents of inappropriate behavior are observed or reported, document the incident and decide what action(s), if any, may be appropriate. You should consult with Security, HR, and/or EAP staffs. Response to such behavior depends on a variety of factors, such as: (1) the effect on the employees' performance of their jobs, (2) the effect on other employees or clients, (3) violation of workplace rules and acceptable standards of conduct, or (4) your determination as to whether these actions indicate a potential for future violence.

SECTION V - FOLLOW-UP ACTIONS

Anyone exposed to violent events, at work or away from work, needs support from family, co-workers, and management. When they receive this support, they may feel less isolated, distrustful, and withdrawn. Active support tends to promote increased commitment, productivity, and recovery. Individual or group counseling sessions may be necessary for some individuals. HR or EAP can help supervisors and employees choose appropriate post-violence activities.

EMERGENCY PHONE NUMBERS

Building Guards_____

Security Office_____

Federal Protective Service_____

Police/Sheriff_____

Fire Department_____

Ambulance_____

Health Unit_____

COPING WITH THREATS & VIOLENCE

For an angry or hostile encounter:

- Stay calm. Listen attentively.
- Maintain eye contact.
- Be courteous. Be patient.
- Keep the situation in your control.

For a person shouting, swearing, and threatening:

- Signal a coworker or supervisor that you need help.
- Do not make any calls yourself.
- Have someone call the building guards, Security Office, EPS. or the local police.

For someone with a weapon:

- Stay calm.
- Maintain eye contact.
- Stall for time.
- Keep talking--but follow instructions from the person with the weapon.
- Don't risk harm to yourself or others.
- Don't ever try to be a hero.
- Never try to grab a weapon.
- Watch for a safe chance to escape.

TELEPHONED SUICIDE OR BOMB THREATS

- Stay calm. Keep talking.
- Do not hang up.
- Signal a coworker to call building guards, Security, FPS, or local police.
- Ask the caller to repeat the message. Write it down.
- Repeat the questions, if necessary.
- For a bomb threat, ask where it is and when it will go off.
- Listen for background noises. Write down what you heard.
- Write down whether it is a man or woman: pitch of voice or accent: anything you notice.
- Try to get the person's name, location, and a phone number.

U.S. Department
of Transportation

**United States
Coast Guard**

2100 Second St., S.W.
Washington, D.C. 20593

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